



Diversity Awareness Training

The Benefits and Value of Diversity

88 ABW/ME



Objective

To provide the framework for viewing diversity as a business imperative that fosters inclusive teams and an organizational culture that is empowering, productive, inclusive and



Overview

- ◆ **Diversity and the Dimensions of Diversity**
- ◆ **Seven Conditions for Growth**
- ◆ **Perceptions, Stereotypes, and Prejudice**
- ◆ **Cultural shifts**
- ◆ **Making sense of the relationship:**
 - **Equal Opportunity and Diversity**
- ◆ **Constructing Inclusive Teams in Organizations**



Rules of Engagement



Icebreaker

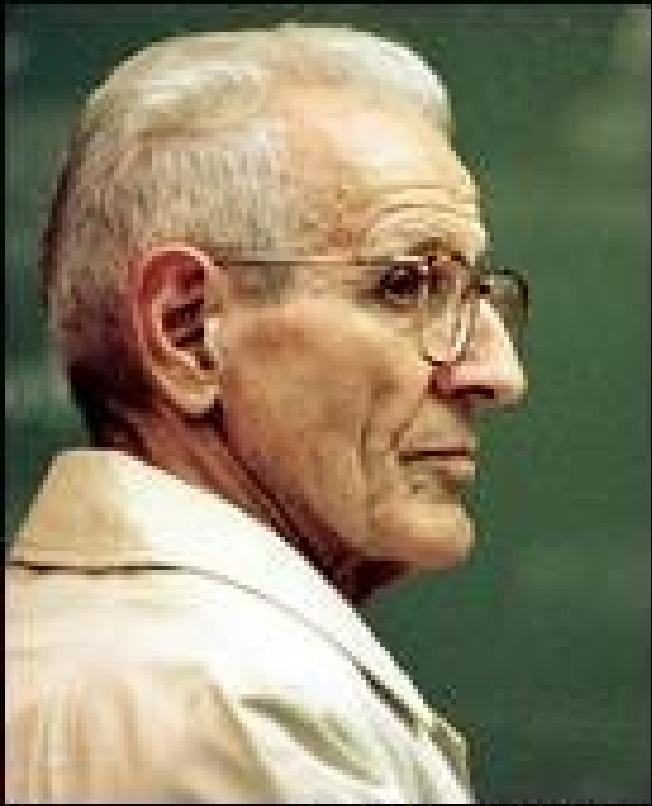
VALUES



Smiley N. Pool / The Houston Chronicle

Karla Faye Tucker

Death Penalty



Jeff Kowalsky / AFP



Carlos Osorio / AP

Matters of life and death



Church and State

"I was joking to the team that only men do it. Of course, I'm crazy enough I had to do it."

Equality



Stephen Jaffe / AFP

State Votes On Interracial Marriage

Alabama law in 1901 prohibits blacks, whites from marrying

- ◆ MONTGOMERY, Ala — Alabama lawmakers have approved an amendment to the state constitution that would eliminate the nation's last remaining ban on interracial marriages. The amendment will take effect if approved by a majority of Alabama voters in a special election Oct. 12. The proposal was approved by the state House in April and by the Senate on Tuesday without a dissenting vote.



Mike Shapiro / Newsmakers

**Anti-Nazi
activists
celebrate the
cancellation
of a
scheduled
march by
white
supremacists
near
Lafayette
Park in
Washington
D.C.**

Freedom of Speech

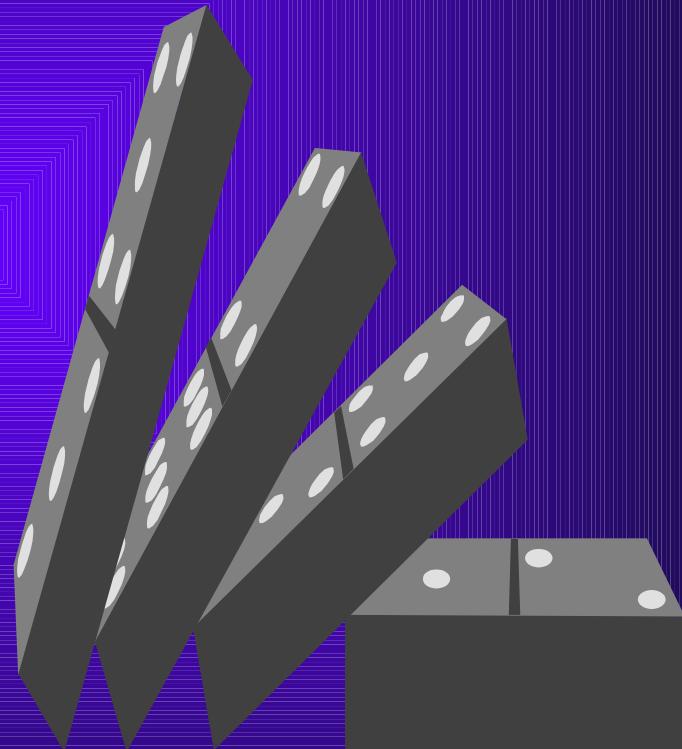
A close-up photograph of a metal padlock mounted on a yellow wall. The padlock is open, showing its internal mechanism and a small key. The wall has a textured, slightly worn appearance.

What Is Diversity?

How Do You Define It?

Diversity

Creating an employee experience through awareness, acceptance and effective inclusion of human differences, which will enhance the accomplishment of the mission.



A photograph of a paved road that curves through a hilly, arid landscape. The road is marked with white dashed lines. In the background, there are power or telephone poles with multiple wires stretching across the sky. The terrain is dry with sparse, low-lying vegetation.

Diversity

**Diversity is not a Destination, it is a
Journey**

Dimensions of Diversity





Primary Dimensions of Diversity

- ◆ Age
- ◆ Ethnicity
- ◆ Gender
- ◆ Mental and physical abilities
- ◆ Race



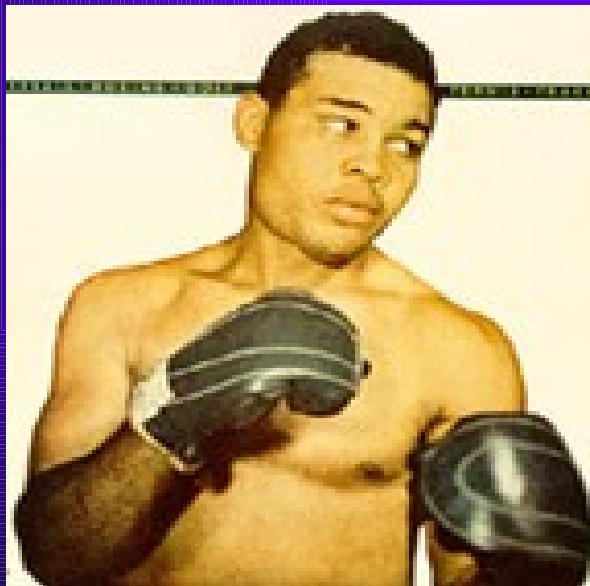
Secondary Dimensions of Diversity

- Communication style
- Education
- Family status
- Military experience
- Organizational role and level
- Religion
- First language
- Geographic location
- Income
- Work experience

A close-up photograph of a metal padlock mounted on a yellow wall. The padlock is open, showing its internal mechanism and a small keyhole. The shackle is bent upwards. The background is a solid yellow color.

Generational Diversity

Traditionalist (1900-1945)



- ◆ God fearing
- ◆ “Save it for a rainy day”
- ◆ “Waste not want not”
- ◆ Loyal
- ◆ Patriotic
- ◆ Patience

Traditionalist (Cont'd)



- Career goals
 - Lifetime career
- Career goals
- Rewards
 - Satisfaction of a job well done
- Believe in Logic vs Magic
- Retirement pension
 - "We've worked hard"



Baby Boomers (1946-1964)



- ◆ Optimistic
- ◆ Personal Gratification
- ◆ Good education/jobs
- ◆ Competitive
- ◆ “Me” generation
- ◆ Compelled to challenge

Baby Boomers (Cont'd)



- ◆ Career goals
 - Stellar performance based
- ◆ Rewards
 - Recognition, money, title, corner office with window
- ◆ Work and family
 - Help me to balance everyone else and find meaning myself
- ◆ Retirement
 - Retooling (alternative careers)



Gen X (1965-1980)

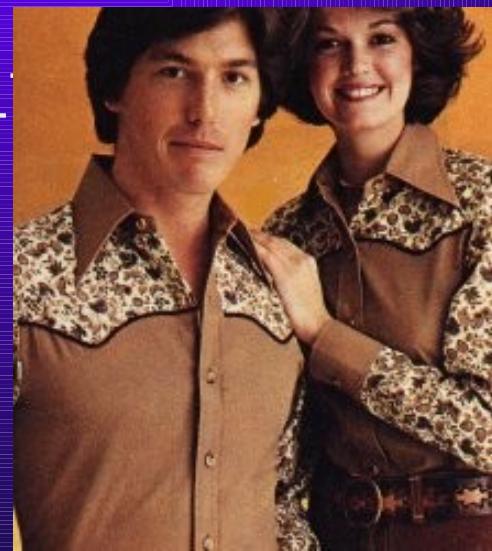
- ◆ Skepticism
- ◆ Divorce rate tripled
- ◆ Distrustful of major entities called into question
- ◆ Resourceful
- ◆ Rely on self
- ◆ Informal





Gen X (Cont'd)

- ◆ Career goals
 - Portable (adjustable to various activities)
- ◆ Work and family
 - “Give me balance now, not when I’m 65”
 - Go around authority
- ◆ Retirement
 - 401K
 - Multiple careers





Millennials (1981-1999)

- ◆ Optimistic/idealistic
- ◆ “Greatest generation” combination of traits
 - Moving toward Veterans Personality
- ◆ Appreciation of diversity

Parties, fun, hand, hand, *collaboration*

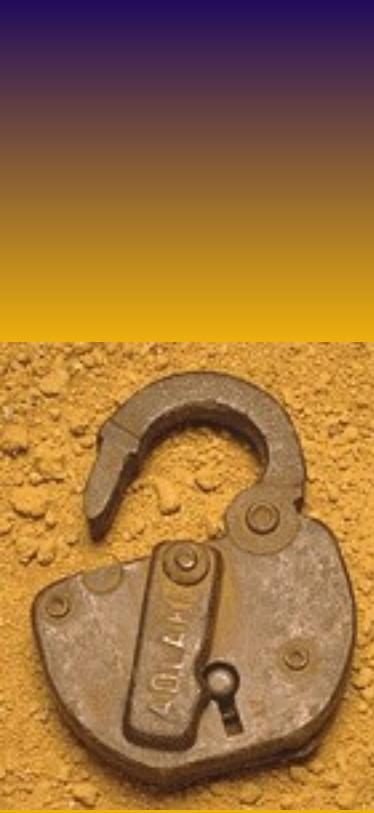




Millennials (1981-1999)

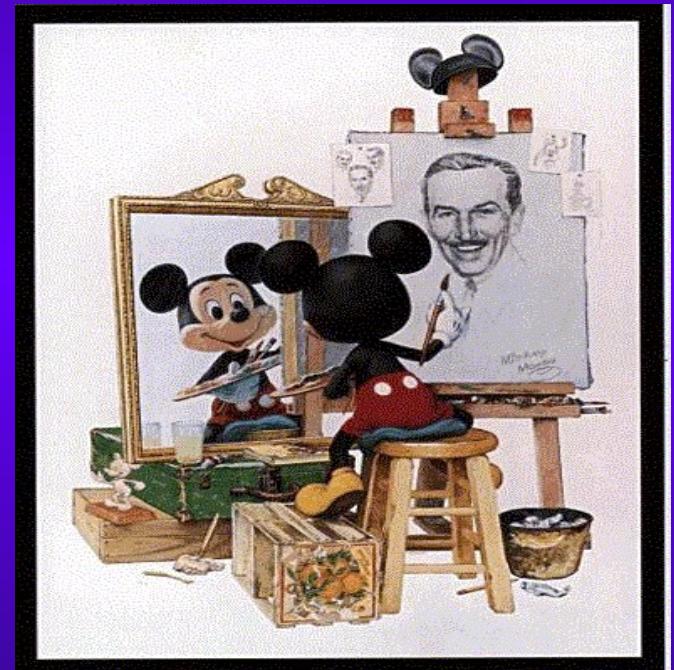
- ◆ Career goals
 - Multi-taskers (10 career changes in their lifetime)
- ◆ Rewards
 - Meaningful work
- ◆ Work and family
 - “Work isn’t everything, give me flexibility”
- ◆ Retirement
 - Retire “retirement”





Anais Nin

“We don’t see things as they are, we see things as we are.”





Seven Conditions for Growth

Seven Conditions For Growth

- ◆ Dissatisfaction with the status quo
- ◆ Vision of where we need to go
- ◆ Process by which to get there
- ◆ The will to make it happen





Seven Conditions For Growth (Cont'd)

- ◆ Action steps to begin the journey
- ◆ Evaluation of the action steps
- ◆ Make changes, re-commit and proceed



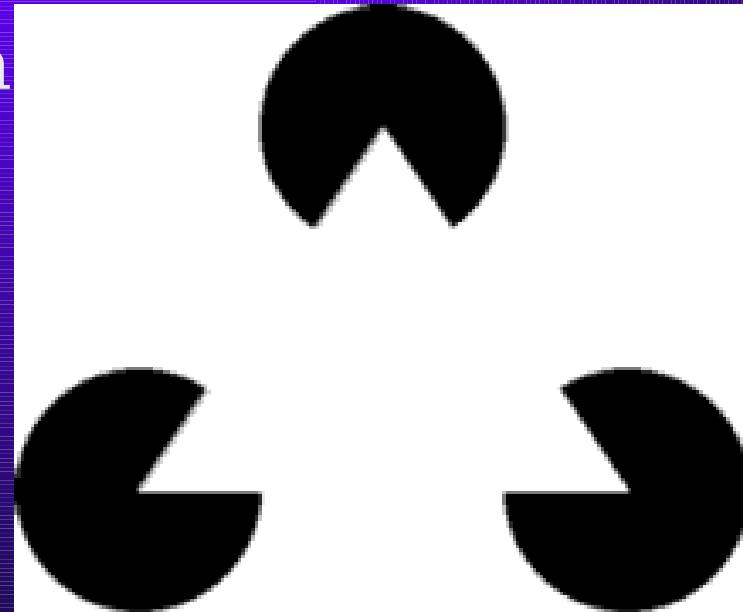


Perceptions, Stereotypes, and Prejudice



Perceptions

Definition - A person's immediate experience of other persons or objects gained through the sense organs, and somewhat modified by the perceiver's personal and societal influences.

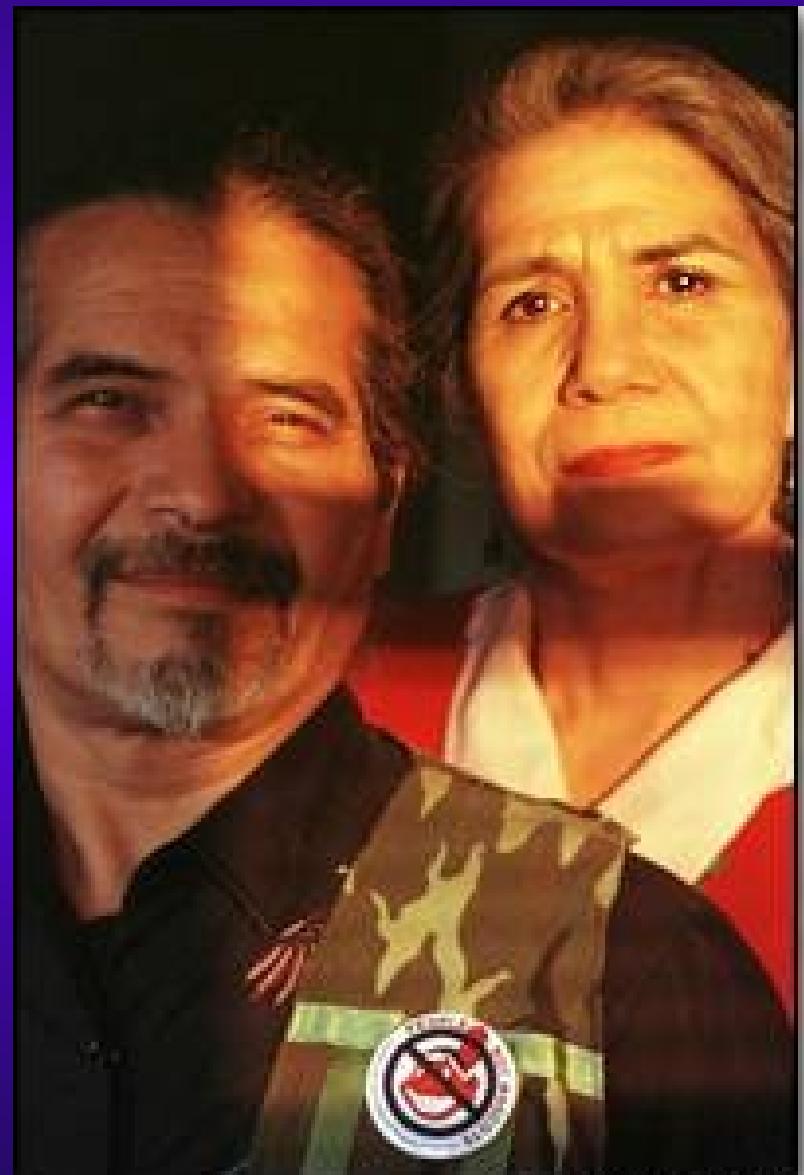


Stereotyping



Carl Bower / NNS

Categorizing people in a fixed or general pattern which may lead to making invalid assumptions regarding the particular group and member of the group



Carl Bower / NNS



Prejudice

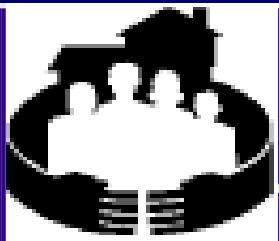
Definition - A judgement against, or an opinion contrary to, anything without just grounds or sufficient knowledge.

Similar to stereotyping, prejudice is a faulty and inflexible generalization based on an individual's aversion or dislike towards a person or group.

Perceptions, Stereotypes, Prejudice: Where do they

come from?
EXPERIENCE

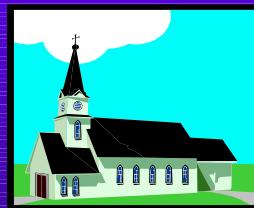
FAMILY



FRIEND



VALUES

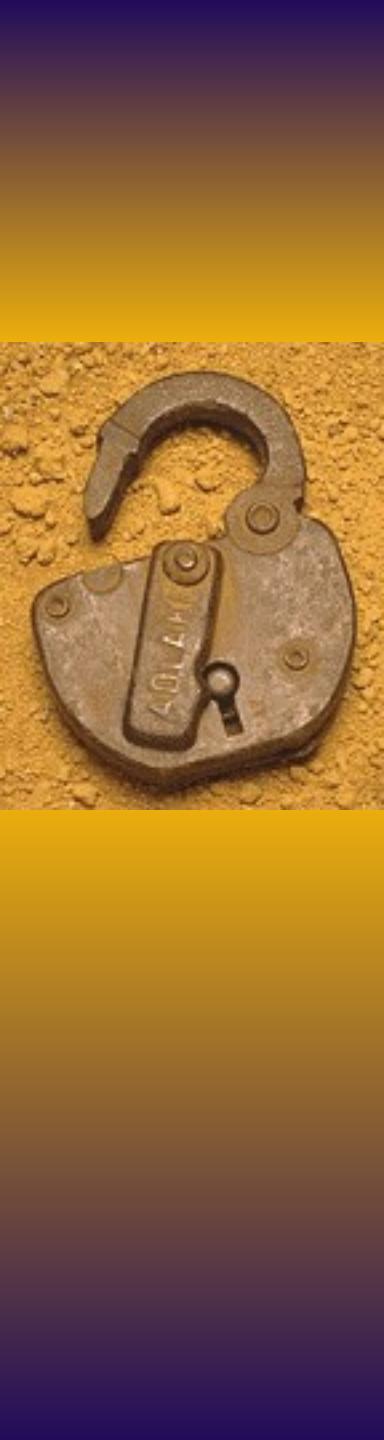


RELIGION



MEDIA

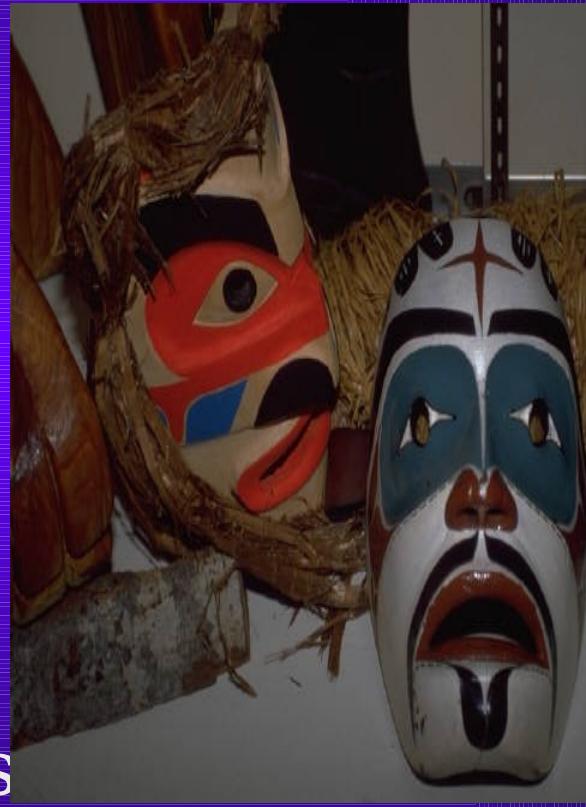
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Cultural Shifts

The Changing Face Of America

- ◆ Shrinking workforce
- ◆ More women
- ◆ More ethnic diversity
- ◆ More foreign born workers
- ◆ Aging workforce
- ◆ More physically/mentally challenged workers
- ◆ Work and family issues
- ◆ Heritage/generational group awareness





Demographics

- ◆ U.S. population will increase by 50 percent between 1995 and the year 2050
- ◆ Today, 74 percent of the U.S. population is non-Hispanic white. By 2050, only 53 percent of the U.S. population will be non-Hispanic whites
- ◆ Hispanics population increase from 12.5% to 24.5%
- ◆ Black population increase from 12.3% to 13.6%
- ◆ Asian population increase from 3.6% to 8.2%



News Flash

The US Office of Employment estimates during the decade between 1998 to 2008, 41% of the people entering the U.S. workforce will be minorities. In view of demographic shifts in the workplace, understanding and acceptance of diverse cultures is a business imperative!



Language other than English

Members are authorized to speak other languages in the workplace as long as language does not interfere with normal duty operations, i.e., safety issue or “business necessity.”

To arbitrarily deny a member the right to speak another language in the workplace is a form of unlawful discrimination based on national origin.



“What we have to do ... is to find a way to celebrate our diversity and debate our differences without fracturing our communities.”

Hillary Rodham Clinton



Culture

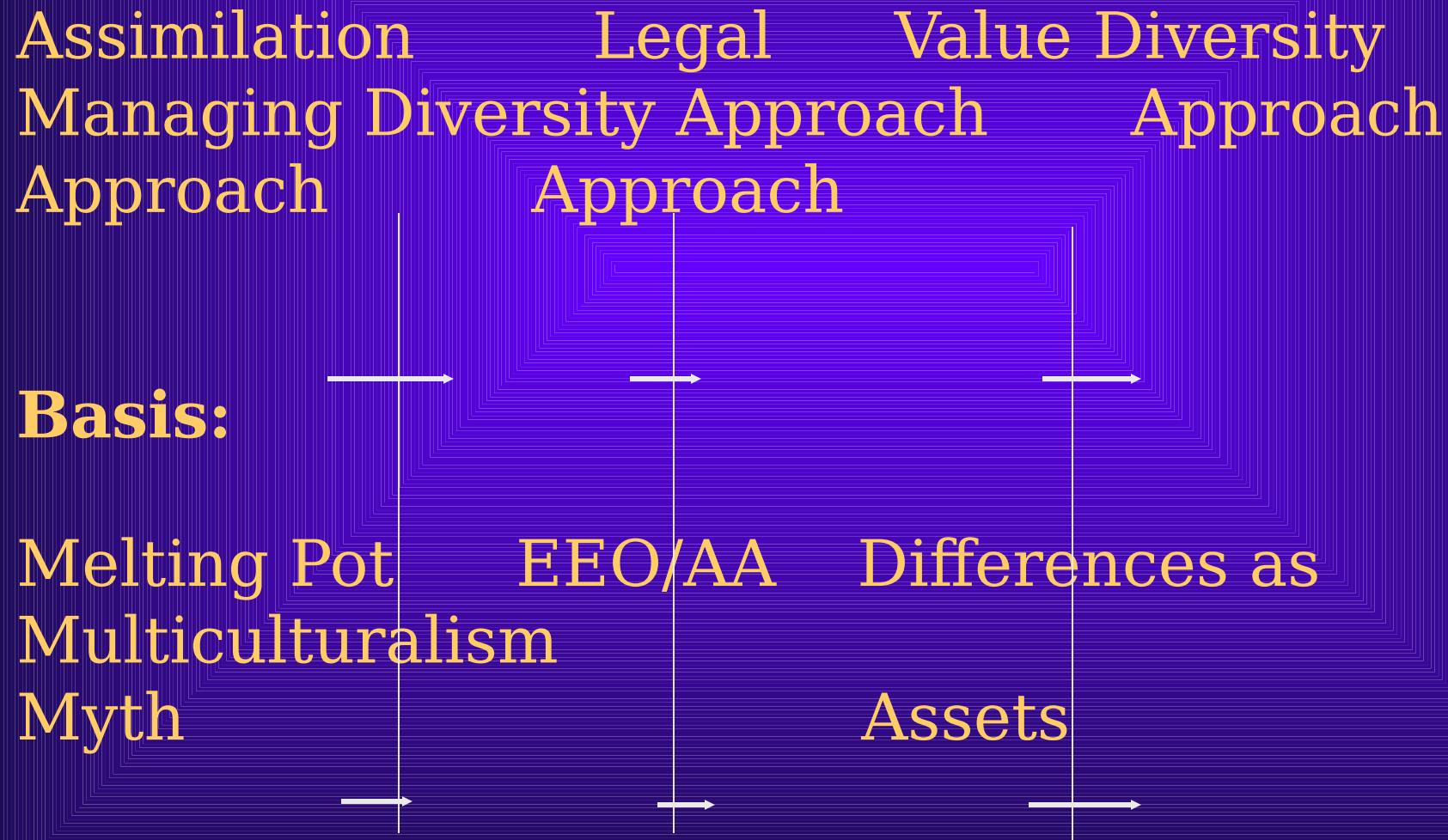
“Culture consists of ideals, values, and assumptions about life that are widely shared among people and that guide specific behaviors.”
Brislin, 1996



Ethnocentric

The belief that “our way is the true/best way.”

Evolution of Approaches to Workplace Diversity





Equal Opportunity and Diversity:

Making Sense of the Relationship



Equal Employment Opportunity

A program to ensure compliance with the law; to ensure EEO; and to eliminate discrimination in Air Force recruitment, selection, placement, awards recognition, and training based on race, color, religion, sex, national origin, disability, or age.

AFI 36-1201



Valuing Diversity

The process of respecting each person as an equitable partner in achieving mission goals. It is the business imperative that translates changing demographics into organizational and leadership structural reforms which, will in turn, lead to diversity of thought at all levels.

WPAFB Diversity Awareness Team Manager

Equal Opportunity Diversity Initiatives

- ◆ Is Rooted in Law and Supported by Policy
- ◆ Responds to the Challenge of Ending Discrimination
- ◆ Requires Individual Compliance
- ◆ Is Implemented by Leadership Policy
- ◆ Responds to the Challenge of Embracing Demographic Changes
- ◆ Seeks Individual Cooperation in Team Collaboration

Equal Opportunity Initiatives

- ◆ Requires Change in Individual Behavior
- ◆ Function of Management with Support from Leadership
- ◆ Is the Right and Smart Thing to Do

Diversity

- ◆ Seeks Change in the Org Culture
- ◆ Function of Leadership with Accountability of Management
- ◆ Is Smart and Right Thing to Do



Constructing Inclusive Teams



The Wizard of Oz

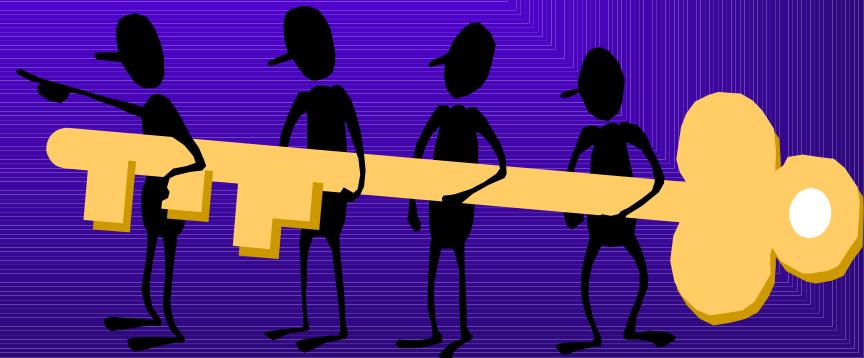


Mission Accomplished





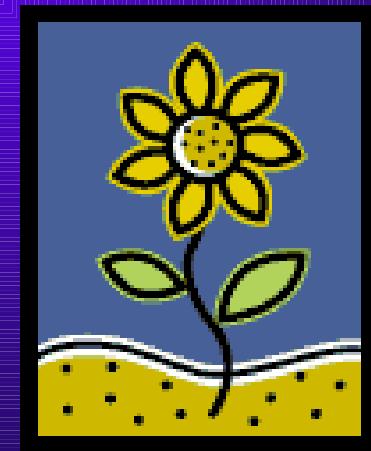
Ways to Create Inclusive Teams





Consider...

Growing our own talent





A Missed Opportunity

It is entirely possible to have a great cultural diversity represented in an organization's workforce, **but not** value the difference or leverage the potential that greater cultural diversity offers.





“If there is anything that a man can do well, I say let him do it. Give him a chance.”

*Abraham
Lincoln*



Mentoring

- ◆ Formal
- ◆ Informal



Training

- ◆ Current and New employees
 - Formal
 - Informal





Recruitment

- ◆ Internal
- ◆ External



Retention

- ◆ New/creative ideas
- ◆ No corporate “brain drain”
- ◆ DoD desirable career for new hires



The Challenge to Achieve Inclusive Teams

“ An empowered organization is one in which individuals have knowledge, skill, desire and opportunity to personally succeed in a way that leads to collective organizational success.”

Stephen
R. Covey



WPAFB Business Imperative

Senior managers and their teams at all levels embracing diversity to allow the full potential of all the members of the workplace to be unleashed. Not just working together successfully but also to value and take advantage of their differences.



Bottom line

“I hear, and I forget.
I see, and I remember.
I do, and I
understand.”

Confucius, 500
A.D.



Summary

- ◆ **Diversity and the Dimensions of Diversity**
- ◆ **Seven Conditions for Growth**
- ◆ **Perceptions, Stereotypes, and Prejudice**
- ◆ **Cultural shifts**
- ◆ **Making sense of the relationship:**
 - **Equal Opportunity and Diversity**
- ◆ **Constructing Inclusive Teams in Organizations**
- ◆ **Bottom line**

Closure

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